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# **Quarterly Program Performance Report**

**April– June 2015**

**Assessment & Strengthening Program – RSPN**

July 2015



**Cooperative Agreement #: 391-A-00-11-01201-00**



**ACRONYMS**

AHAN	Aik Hunar Aik Nagar
ASP	Assessment and Strengthening Program
C&W	Communications and Works
CB	Capacity Building
CPO	Central Program Office
CSO	Civil Society Organization
E&SE	Elementary and Secondary Education
ERP	Enterprise Resource Planning
FPPRA	Federal Public Procurement Regulatory Authority
GoP	Government of Pakistan
HED	Higher Education Department
IA	Internal Audit
IR	Intermediate Result
IT	Information Technology
KP	Khyber Pakhtunkhwa
FM	Financial Management
LMS	Learning Management System
M&E	Monitoring and Evaluation
MD	Managing Director
MER	Monitoring, Evaluation and Research
MIS	Management Information System
MSDP	Municipal Services Delivery Program
NGO	Non-Government Organization
NRSP	National Rural Support Programme
P&D	Planning and Development
PaRRSA	Provincial Reconstruction, Rehabilitation and Settlement Authority
PDMA	Provincial Disaster Management Authority
PFM	Public Financial Management
PPO	Provincial Program Office
PPRA	Public Procurement Regulatory Authority
PVTC	Punjab Vocational Training Council
RSPN	Rural Support Programmes Network
SBDs	Standard Bidding Documents
SoW	Scope of Work
SP	Strategic Planning
TBD	To be decided
TEVTA	Technical Education and Vocational Training Authority
WASC	WAPDA Administrative Staff College

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## 1. Executive Summary

This is the third quarterly progress report of ASP-RSPN in its fifth and last year of project implementation. During the period under report, the focus of project team remained on completing the ongoing activities and initiating the close out phase of project activities. It is pertinent to mention that except for few remaining activities, critical milestones of all major capacity building assignments have been achieved. However, training activities had to be delayed due to the new sales tax related guidelines received from USAID during the last quarter.

During the reporting period, ASP-RSPN continued its engagement with federal and provincial governments to implement its programme activities. Two major interventions with the government of Khyber Pakhtunkhwa (KP) i.e. Establishment of Internal Audit function in six provincial departments and supporting five departments in 'Strategic Planning' were successfully concluded. Both the interventions were strategically aligned with the annual budget making process of the government, which concluded in June. The government of KP while acknowledging ASP-RSPN's recommendations has provided permanent positions of Internal Auditors in all six new partner departments. Importantly, ASP-RSPN succeeded in its efforts to persuade the provincial government to appoint Internal Auditors in the three partner departments of phase I. Similarly, eleven (11) departments collaborating in the Strategic Planning process have made allocations for schemes earmarked in the Strategic Plans developed with ASP-RSPN support. The White Paper for current year issued by Govt. of KP cites these interventions as good examples of cooperation with USAID (see annexure C, excerpts from Budget White Paper 2015-16).

The other area of ASP-RSPN's focus was to finalize policies and procedure manuals for Gomal Zam Dam-Command Area Development Project (GZD-CADP) and Punjab Vocational Training Council (PVTC). Manuals on FM, HR, Procurement, M&E and Internal Audit have been finalized and are currently in implementation phases. Similarly, M&E Framework for Balochistan PPRA has also been developed and circulated for comments by PPRA management. (See annexure A)

ASP-RSPN's second major outcome relates to training and on the job assistance on rules, policies, procedures and regulations. More than 250 officers of different departments including functionaries of the provincial government of KP, Wapda Administrative Staff College, PVTC and Federal PPRA participated in various training events.

In terms of achievements related to MIS and ERP development, an integrated MIS system with GIS coordinates for RSPN has been deployed and tested during the quarter. Keeping in view the community focused approach of RSPN, a web-based system having GIS coordinates of more than 6000 Union Councils has been developed. The new MIS is capable of producing high quality reports specifically focusing on interventions at the UC level. Similarly, the Enterprise Resource Planning (ERP) system of AHAN, which was completed during the last quarter, has been made operational. All strategic and operational planning and management of AHAN's operations will now be done through the USAID-ASP supported ERP system from July 01, 2015.

Under the Validation component of the program, ASP-RSPN initiated the Validation of twenty five (25) Small Grants & Ambassadors Fund grantee organizations. The process is likely to be completed by August 30, 2015.

ASP-RSPN has simultaneously initiated the close out phase of program and administrative activities as per the provisions of Cooperative Agreement. A detailed Close out Plan has been chalked out and submitted to USAID.

The sections of the report that follow present ASP-RSPN's progress against agreed targets approved with Annual Work Plan 2014-15.



## 2. Progress on Results Framework Indicators

### Intermediate Result 1: Improved Management Systems implemented

The result area under the ASP's results framework covers two sub-intermediate results:

#### Sub-IR 1.1: Institutional capacity gaps understood by stakeholders

The Sub IR 1.1 captures Pre-Award Assessments & Validation component of ASP-RSPN program, ASP-RSPN did not receive any new pre-ward assessment from USAID during the reporting quarter. However, ASP-RSPN was assigned Validation of twenty five (25) Small Grants & Ambassador's Fund Program organizations. The process has been initiated and an OIG approved firm is currently conducting the Validation process.

#### Sub-IR 1.2: Management systems adopted

The Sub IR 1.2 covers the results of capacity building interventions including policies and procedure manuals; and IT based systems and new tools and techniques introduced in partner departments. During the quarter, 28 new policy and procedure manuals were developed and more than 145 tools and techniques introduced in 15 departments.

In Khyber Pakhtunkhwa, Internal Audit Toolkits were developed for 10 government entities, whereas three strategic plans and corresponding Action Plans were formulated for 3 entities. PVTC management has adopted the five manuals developed with ASP-RSPN support. After completion of the training program, the manuals have now been operationalized. Likewise, the provisions of policy manuals developed for GZD – CAD project are also in implementation. The recruitment process, operationlization of the Assignment Account and procurement of goods and services have been done as per the provisions stipulated in the policy manuals.

ASP successfully implemented the RSPN MIS system during the quarter. The MIS system is capable of providing timely information on different interventions of the partner organizations on projects with advanced reporting and visualization tools liked with GIS reporting model. The system is also capable to present the region wise intervention of RSPs across the country with different reporting requirements.

Attached Table No. 1 & 2 of Annexure A reflects a summary of quarterly progress made and the cumulative progress for the year as of June 30, 2015 against performance indicators at the Output-level:

## **Intermediate Result 2: Human Resources enabled for enhanced performance**

The second Intermediate Result of ASP's Results Framework focuses on enhancing the on-job performance of individuals. The interventions for this result area are targeted at two Sub IRs:

### **Sub IR 2.1: Enhancing the knowledge and skills of individuals through training**

The Sub IR 2.1 focuses on training programs on policies and procedures and training under CB plans. During the quarter, ASP-RSPN developed six (06) new training programs for BPPRA, PVTC, FPPRA, KPPRA, WASC and Internal Audit which includes 10 training events, where more than 250 individuals from various departments including BPPRA KPPRA, PVTC, WASC, FPPRA, IA participated in the training courses.

ASP-RSPN organized three day training event in Peshawar on Internal Audit Toolkits from 28- 30 April 2015. Twenty-two (22) officials attended this training from E&SE, Health, Communication and Works, Irrigation and Police departments

In collaboration with BPPRA, a two days training was organized on 23-24 April 2015 for the officers of Balochistan Education Department, Quetta Development Authority, Agriculture Research, and Livestock. Twenty-two (21) officials participated.

KPPRA and ASP-RSPN organized three (3) training workshops on Procurement Rules and Procedures. The training was held on 20-21 May 2015, and participated in by twenty- three (23) officials of Education Department, University of Peshawar and Paraplegic Center Peshawar. The second training was held on 3-4 April, and participated in by twenty-one (21) officials of Peshawar Development Authority and Health Department whereas the third training was organized from 10-11 June 2015, in which twenty-three (23) officers of the University of Agriculture Peshawar, Khyber Medical College and University of Engineering and Technology Peshawar participated.

ASP-RSPN organized three training events for the regional staff of PVTC on Procurement, FM and HR manuals. The first training was organized at Lahore from 8-9



June for twenty seven (25) staff members of PVTC attended whereas the second training was held on 10<sup>th</sup> June 2015, on HR Manual, which was participated by twenty eight (28) staff members of PVTC and the third training was on Financial Management Manual from 11-12 June, 2015, participated by twenty eight (28) officials.

ASP RSPN organized one training for WASC which was participated by fort eight (48) participants whereas one training was organized on procurement rules with FPPRA which was participated by ten (10) participants from govern offices.

### **Sub IT 2.2: Supporting the application of acquired skills through on-the-job technical assistance**

Under the IR 2.2, ASP-RSPN provides support to individuals through on the job technical assistance, coaching and refresher programs. During the quarter, ASP-RSPN provided support to 11 officials of MSP Sindh, PVTC and FPPRA in the implementation of policies and procedures. In the meanwhile, ASP-RSPN provided 13 experts in the areas of M&E, FM, HR and Procurement for on the job assistance to officials.

Table 3 & 4 of Annexure A provides a summary of quarterly progress made and the cumulative progress for the year as of June 2015 against the performance indicators at the Output-level:

## **Intermediate Result 3: Improved PFM Policies and Procedures**

ASP's third Outcome level result captures strategic level interventions and activities aimed at improving rules, regulations and facilitating adoption of policy level reforms. The outcome is achieved through sub IR 3.1

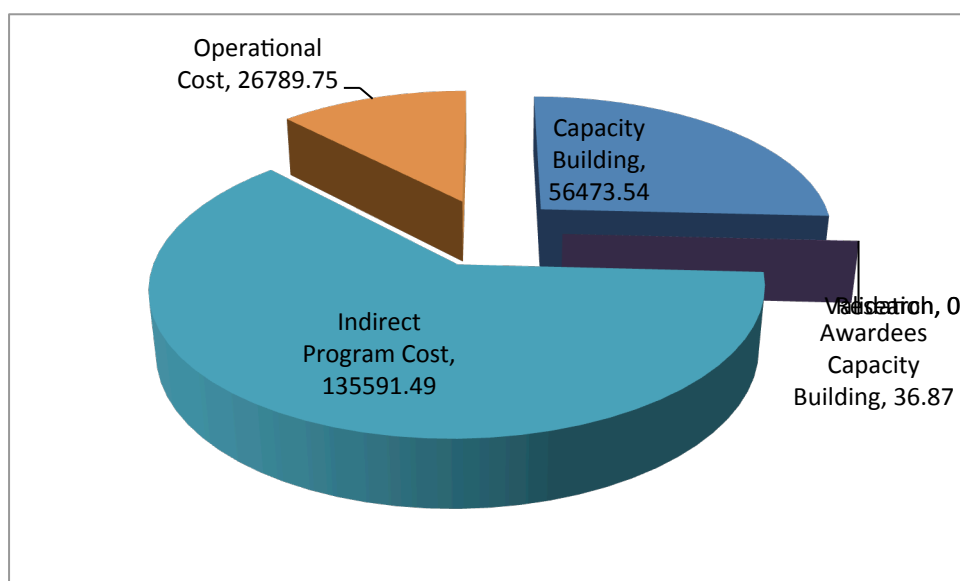
### **Sub IR 3.1: Improved PFM policies advocated**

Policy reforms emanating from ASP's research and capacity building interventions are being advocated with the government. Since no research was assigned to ASP in this quarter, therefore no new recommendations were developed during the period under report. However, through CB assignments a few policy reform measures were advocated in the form of FGDs on Strategic Planning in KP with new tools like Outcome based planning. ASP-RSPN organized Five (5) Focus Groups Discussions (FGDs) on Strategic Planning with departments of KPK. Officials from Tourism, Sports & Youth Affairs Commerce, Industries Technical Education, Energy & Power and Agriculture livestock Department participated in these FGDs. Strategic Plans were finalized in the workshops and recommendations were forwarded to the Departments and P&D department for future allocation of resources to prioritized development projects

Table 5 & 6 of Attachment A provides a summary of quarterly progress made and the cumulative progress for the year as of June 30, 2015 against the performance indicators at the Output-level:



### 3. Financial Progress for the period April-June 2015



The following graph reflects an overview of the expenditures (in US Dollars) against the Program Components/Sectors during the 3rd quarter of Year-5 (April 2015 – June 2015). An expenditure of US \$ 657,110.28 was made against the ongoing activities during the quarter.

The month-wise detailed financial report reflecting the expenditure in US Dollars is shown below:

Budget Heads	Expenditure in USD			
	Apr.15	15-May	15-Jun	Qtr. 3 Total
Pre-Award Assessments	-	-	-	-
Capacity Building	56473.54	37107.49	45906.08	139487.11
Validation		2145.40	664.76	2810.16
Research				0.00
Awardees Capacity Building	36.87	2352.56	3569.66	5959.09
Indirect Program Cost	135591.49	147583.94	146938.08	430113.51
Operational Cost	26789.75	24807.85	27142.81	78740.41
GRAND TOTAL	218891.65	213997.24	224221.39	657110.28

## Result Framework Indicators – Progress

ASP-RSPN engaged in Supervising and monitoring of the project activities. The following annexures provide a view of the scope of activities undertaken and an idea of success achieved:

Annexure A: Output level Indicator Tables of all Outcomes & Outputs

Annexure B: Component wise details of assignment (June 30, 2015)

Annexure C: Excerpts from KP's Budget White Paper (2015-16)

### Annexure A: Indicator Tables

**Table 1: IR-1: Progress on Output Indicators:**

IR/Sub-IR	Indicator	5 <sup>th</sup> Year Target	Current Qtr. Progress	Progress till June 2015	Remarks
<b>IR-1: Improved Management Systems implemented</b>					
<b>Sub-IR 1.1: Institutional Capacity gaps understood by Stakeholders</b>	Number of organizational assessments and researches conducted	45	25	26	25 SGAFP orgs. Assigned against the approved target of 40. Only Pre-Award assigned during the year
	Number of Pakistani organizations whose capacity needs have been established	6		1	TNA for GZD-CAD to be done after the appointment of regular staff. 4 Pre-Awards not assigned
<b>Sub-IR 1.2: Management Systems adopted</b>	Number of capacity building plans developed	1	0	1	
	Number of Policies & Procedures developed	48	27	46	Five (05) Departments selected of SP-KP instead of 6. LG department received support from other donors
	Number of IT based Management Systems developed	3	1	4	RSPN MIS completed

IR/Sub-IR	Indicator	5 <sup>th</sup> Year Target	Current Qtr. Progress	Progress till June 2015	Remarks
	Number of new tools & techniques introduced and adopted	243	145	225	Variance may result due to selection of 5 deptts instead of 6
	Number of project design activities supported	0	0	0	

Table 2: Assignment-Wise Indicators of IR 1:

Indicator	Assignment Specific Details for current quarter	Remarks and Issues
1.1.1 Number of organizational assessments and researches conducted	No Pre – Award Assessments. 25 Validations awarded	No new Pre Award assignment was received from USAID for the reporting quarter against the actual annual target of five (05). <b>Validation of (25) organizations is in progress</b>
1.1.2 Number of Pakistani organizations whose capacity needs have been established	None	No new assignment has been received from the USAID. TNA of GZD-CAD will be done after the appointment of regular staff members in the PMU
1.2.1 Number of Capacity Building plans developed	None	None
1.2.2 Number of Policies and Procedures developed	<p><b>Internal Audit</b> Internal audit toolkits for ten (10) government entities completed. The entities are of 3 departments</p> <p><b>Strategic Planning</b> Strategic Plans of three departments and Action Plans of three departments completed (6)</p> <p><b>AHAN</b> IT Policy User Manual developed and approved (1)</p> <p><b>Gomal Zam - CADP.</b> Manuals developed and submitted to draft completed and review in process (M&amp;E, FM HR, Grants Management and Procurement) (5)</p>	Strategic plan and Action Plan of One department may not be possible due to regret by the LG Department

Indicator	Assignment Specific Details for current quarter	Remarks and Issues
	<b>PVTC.</b> Manuals developed and submitted (M&E, FM HR, IA and Procurement) <b>(5)</b>	
1.2.3 Number of IT based management systems developed	<b>One (01) RSPN MIS completed</b>	<b>One (01)</b> IT based management system of RSPN has been completed. This was not in the original target for this year
1.2.4 Number of new tools and techniques introduced and adopted	<b>PVTC (25) &amp; Gomal Zam Dam (25)</b> LFA, M&E Risks Matrix, Field Visit Report, Quarterly Progress Reporting Template, VTI Assessment Checklist, Zakat Mustehteen Checklist, Baseline/Impact Assessment & Project Completion Report templates, Interview Assessment Form, Employee Profile Form, JDs, Performance Appraisal, Travel Authorization, Exit Interview & Training Evaluation forms, Account Creation/Deletion Request Form, Fixed Assets Register, Sales Invoice Template, Cheque/Cash Requisition Form, Expense/ Purchase/Sales Test Sheet & Stock Take Sheet Templates, Bidding data format, Form of Bids & Schedule to Bids, Integrity Pact format, Form of Bids/Performance Security and Form of Contract/ Consultancy Agreement (with Appendices etc.)  <b>Internal Audit (50)</b>  Audit Programs, Risk assessment templates, Audit planning templates, Process documentation framework, Audit report formats for all 10 entities  <b>Strategic Planning (30)</b> SWOT Template, Responsibility Assessment matrix, Strategic Planning Approach, Activity Monitoring Table, Cross Cutting issues framework, Action plan for next three years.  <b>AHAN IT Policy User Manual (11)</b> Payment Receipt Form, Sales order forms, Customer Payment Form, Sales Order Form, Goods Receiving	<b>146</b> new tools and techniques for better management of work introduced.

Indicator	Assignment Specific Details for current quarter	Remarks and Issues
	Forms, Purchase order Form, Internal Stock Management Form, Inventory Report Form, Supplier Registration Form, Warehouse Inventory Report, Expense Analysis Report  <b>BPPRA M&amp;E Manual (5)</b> Procurement Governance index, Competition Index, Indicator Reference Sheets, Quarterly Report Form, LFA, Monthly Data collection forms	
1.2.5 Number of project design activities supported	No assignment received from USAID	.

Table 3: IR-2: Progress on Output Indicators

IR/Sub-IR	Indicator	5 <sup>th</sup> Year Target	Current Qtr. Progress	Progress till June 2015	Remarks
<b>IR-2: Human Resources enabled for enhanced performance</b>					
<b>Sub-IR 2.1: Knowledge and skills of human resources enhanced</b>	Number of training programs developed	19	6	15	PVTC Training program will be developed in the last quarter
	Number of individuals who benefited from training	890	251	987	Target increased due to increase no. of participants trained by PVTC, IA, BPPRA and SPPRA
	Number of trainings conducted	47	10	31	No variance target will be achieved in the last quarter. Training deferred due to Sales

IR/Sub-IR	Indicator	5 <sup>th</sup> Year Target	Current Qtr. Progress	Progress till June 2015	Remarks
-Sub-IR 2.2: Application of knowledge and skills supported	Number of individuals who receive on-the-job assistance, refreshers and coaching	30	11	21	Tax Regulation PVTC M&E and GZD-CAD will be initiated in the last quarter
	Number of consultants provided for short-term technical assistance	29	13	39	IA KP, PPRA Training consultant figures was not planned initially. Figures added for reporting

Table 4: Assignment-Wise Indicators IR 2:

Indicator	Assignment Specific Details for current quarter	Remarks and Issues
2.1.1 Number of training programs developed	<p><b>BPPRA</b> <b>One (01)</b> training programme developed on Public Procurement Rules 2014</p> <p><b>Internal Audit (Phase-II)</b> <b>One (01)</b> Training programme developed</p> <p><b>KPPRA</b> <b>Three (03)</b> procurement training was organized for government departments</p> <p><b>PVTC</b> <b>Three (03)</b> training was organized for government departments</p> <p><b>Wapda Staff College</b> <b>One (1)</b> Training programme developed for WSC</p> <p><b>Federal PPRA</b> <b>One (01)</b> training on procurement rules 2014 implement</p>	<p>In total <b>One (01)</b> training programs developed during the quarter for BPPRA on the Toolkit developed specific to Balochistan PPRA Rules</p> <p>Total five <b>(01)</b> internal audit-training workshops organized in KPK. The training were held on Internal Audit Toolkits developed for the departments</p> <p><b>Three (03)</b> training was organized on Procurement Toolkit by KPPRA in the reporting quarter</p> <p><b>Three (03)</b> training programmes have organized by PVTC in Punjab during the reporting quarter</p> <p><b>One (01)</b> Training for the staff of WSC implement on</p> <p><b>Once (1)</b> training FPPRA staff on procurement rules implemented</p>



Indicator	Assignment Specific Details for current quarter	Remarks and Issues
2.1.2 Number of individuals who benefited from training	<p><b>BPPRA</b>  <b>Twenty one (21)</b> participants trained on BPPRA rules on April, 23-24, 2015</p> <p><b>KPPRA</b>  <b>Twenty three (23)</b> officials have been trained on procurement for two days from 20-21 May, 2015</p> <p><b>Twenty one (21)</b> officials have been trained on procurement for two days from 3-4 April, 2015</p> <p><b>Twenty three (23)</b> officials have been trained on procurement for two days from 11-12 June April 2015.</p> <p><b>Internal Audit (Phase-II)</b>  <b>Twenty two (22)</b> officials from E&amp;SE (LFA), Health and Irrigation trained on Internal Audit from 28-30 April 2015.</p> <p><b>PVTC</b>  <b>Twenty seven (27)</b> officials of PVTC from Punjab trained from 8-9 June 201</p> <p><b>Twenty eight (28)</b> staff members of PVTC from head office and Punjab region trained on 10<sup>th</sup> of June 2015</p> <p><b>Twenty Eight (28)</b> staff members of PVTC from 11-12 June 2015</p> <p><b>WASC</b>  <b>Forty eight (48)</b> internal staff of Wapda Staff College trained</p> <p><b>FPPRA</b>  <b>Ten (10)</b> internal staff of Federal FPPRA has been trained on Procurement Rules 2014</p>	<p>Total <b>twenty one (21)</b> official from different departments of Baluchistan have been trained on procurement standards and operations by BPPRA</p> <p>KPPRA organized a training for <b>Sixty seven (67)</b> participants</p> <p><b>Internal Audit (phase –II)</b>  one training was organization which was participated by <b>twenty two (22)</b> officials</p> <p><b>PVTC,</b>  <b>Total three (3)</b> trainings were organized by PVTC which was participated by <b>Eighty three (83)</b> officials from all regions of Punjab</p> <p><b>One (1)</b> training was organized for <b>forty eight (48)</b> staff members of Wapda staff College</p> <p>One training was organization on Procurement rules participated by <b>Ten (10)</b> FPPRA staff members</p>
2.1.3 Number of trainings conducted	<p><b>BPPRA:</b>  <b>One (1)</b> training has been organized for procurement officials of different departments of Balochistan province</p> <p><b>KPPRA</b>  <b>One (03)</b> training was conducted</p>	<p><b>Total ten (10)</b> trainings conducted during this quarter</p>

Indicator	Assignment Specific Details for current quarter	Remarks and Issues
	<p><b>Internal Audit (Phase-II):</b>  <b>One (01)</b> training has been conducted for Internal audit Department KP</p> <p><b>PVTC</b>  <b>Three (3)</b> trainings organized for staff of PVTC</p> <p><b>WASC</b>  <b>One (01)</b> training was conducted of the internal staff members</p> <p><b>F-PPRA</b>  <b>One (01)</b> training was conducted</p>	
2.2.1 Number of individuals who receive on-the-job assistance, refreshers and coaching	<p><b>Health Dep. (3)</b>  <b>C&amp;W Department (3)</b></p>	<p>Total <b>Six (06)</b> individuals from (02) departments of KPK Government participated in on the job trainings on Internal Audit in the reporting quarter. On the job assistance for MSP-Sindh will continue till September 2015.</p>
2.2.2 Number of consultants provided for short term technical assistance	<p><b>PVTC: 1</b> (Internal Audit)  <b>IA-KP: 4</b> (Supervisor and Manager)  <b>KPPRA, 2</b> (trainers)  <b>FPPRA, BPPRA 1</b> (M&amp;E Expert)  <b>SP-PK: 3</b> (team leader Strategic Planning &amp; experts)</p>	<p><b>Eleven (11) new</b> consultants/hired during the quarter.</p>

Table 5: IR-3: Progress on Output Indicators

IR/Sub-IR	Indicator	5 <sup>th</sup> Year Target	Current Qtr. Progress	Progress till June, 2015
<b>IR-3: Improved PFM Policies and Procedures</b>				
<b>Sub-IR 3.1: Policy recommendations advocated</b>	Number of research studies conducted	0	0	0
	Number of reforms/ recommendations developed	0	0	0
	Number of policy advocacy activities carried out	13	5	14
	Number of policy level institutions receiving policy reform recommendations or attending advocacy events	15	5	12

Table 6: Assignment-Wise Indicators details of IR 3:

Indicator	Assignment Specific Details	Remarks and Issues
3.1.1 Number of research studies conducted	Nil	No new topics assigned by USAID
3.1.2 Number of reforms/ recommendations developed	Nil	Due to no new research assignment from the last two years.
3.1.3 Number of Policy Advocacy activities carried out		<b>Five (05)</b> strategic planning FGD workshops organized for KPK Govt. departments in this quarter.
3.1.4 Number of policy level institutions receiving policy reform recommendations or attending advocacy events	Officials from Tourism, Sports & youth affairs (18), on 23 April, Commerce, Industries Technical Education (8) on 24 April, Energy & Power (12) on 27 April, Tourism, Sports & youth affairs (10) on 28 April) and Agriculture livestock Dept. (15) on 30 April.	In II phase total <b>five (05)</b> 'new' Government departments of KPK attended Strategic Planning FGDs which was attended by Sixty three (63) officials

## Annex – B: Component Wise details of assignments as of June 30, 2015

S. #	Name of Assignment/Institution	Status
<b>Assessments</b>		
1	83 Assessments under Third Party Validation of CDCP	Completed
2	Pre-Award Assessment of NESPAK	Completed
3	Pre-Award Assessment of National Highway Authority	Completed
4	Pre-Award Assessment of Abacus Consulting Pvt. Ltd.	Completed
5	Pre-Award Assessment of Halcrow Pvt. Ltd.	Completed
6	Pre-Award Assessment of National Development Consultants Pvt. Ltd.	Completed
7	Pre-Award Assessment of A.A. Associates Pvt. Ltd.	Completed
8	Pre-Award Assessment of Echo West Consulting Pvt. Ltd.	Completed
9	Pre-Award Assessment of Qavi Engineering Pvt. Ltd.	Completed
10	Pre-Award Assessment of EA Consulting Pvt. Ltd.	Completed
11	Pre-Award Assessment of Matracon Pvt. Ltd.	Completed
12	Pre-Award Assessment of Izhar Construction Pvt. Ltd.	Completed
13	Pre-Award Assessment of Marie Stopes Society	Completed
14	Mehran University of Science & Technology Jamshoro	Completed
15	Agriculture University Faisalabad	Completed
16	Punjab Vocational Training Council, Lahore	Completed
17	Technical Education & Vocational Training Authority, Peshawar	Completed
<b>Capacity Building</b>		
1	Pre-Obligation/Project design support to MSDP Sindh	Completed
2	Pre-Obligation/Project design support to SBEP	Completed
3	Project design support to Agriculture dept KP; Command Area Development Program of Gomal Zam Dam	Completed
4	Project design support to Health dept Sindh; JIMS	Completed
5	Higher Education Commission	Completed

S. #	Name of Assignment/Institution	Status
6	Health Services Academy	Completed
7	Phase-I of Capacity Building support to PaRRSA	Completed
8	Strategic Planning in 6 departments of KP (Phase-I)	Completed
9	Small and Medium Enterprise Development Authority	Completed
10	Phase-II of Capacity Building of PaRRSA	Completed
11	Internal Audit in KP (Phase-I)	Completed
12	Secretariat Training Institute	Completed
13	Department of Auditor General of Pakistan	Completed
14	Aik Hunar Aik Nagar	Completed
15	Balochistan Public Procurement Regulatory Authority	On Going
16	Federal Public Procurement regulatory Authority	On Going
17	WAPDA Administrative Staff College	Completed
18	KP Public Procurement Regulatory Authority	On Going
19	Sindh Public Procurement Regulatory Authority	On Going
20	Phase-II CB Plan of Internal Audit in KP	On Going
21	Phase-II CB Plan of Strategic Planning in KP	On Going
22	CB support to Agriculture department KP for PMU of Command Area Development of Gomul Zam Dam Project	On Going
23	CB support to MSP Sindh Program (Phase-II) in Internal Audit	On Going
24	CB support to Punjab Vocational Training Council	On Going
<b>Validation</b>		
1	Trust for Democratic Education and Accountability	Completed
2	Abacus Consulting Pvt. Ltd.	Completed
3	Municipal Services Program, KP	Completed
4	Three (3) Power Generation Companies (GENCOs)	Completed
5	36 Small Grants and Ambassador Fund Program NGOs	Completed
6	25 Small Grants and Ambassador Fund Program NGOs	On going

S. #	Name of Assignment/Institution	Status
<b>Research</b>		
1	Assignment Account/Revolving Funds Account	Completed
2	Planning Process in GoP sector	Completed
3	Project Management Unit's approach	Completed
4	Institutional Performance Assessment Framework/PFM Assessment Framework	Completed
<b>Awardees Capacity Building</b>		
1	General Training Component	Completed
2	Development of Policies & Procedures for RSPN and NRSP	Completed
3	IT Infrastructure development for NRSP	Completed
4	SAP B-1 implementation for ASP-RSPN	Completed
5	Software for ASP-RSPN	Completed
6	Capacity Building plan for RSPN	Completed

## Annexure C: Budget White Paper 2015-16



# WHITE PAPER 2015-16



**GOVERNMENT OF KHYBER PAKHTUNKHWA  
FINANCE DEPARTMENT**



**WHITE PAPER 2015-16**

Further strengthening this commitment, the Chief Minister of Khyber Pakhtunkhwa, Pervez Khattak, launched the Khyber Pakhtunkhwa Women's Empowerment Policy in April 2015. The policy framework was formulated by Provincial Commission on Status of Women (PCSW) in collaboration with the Social Welfare Department. The policy framework provides for the empowerment of women in socio-economic, legal and political spheres of life and is seen as a milestone for empowering women in the Province. To enable smooth implementation of the framework, the CM announced autonomy to the Provincial Commission on the Status of Women, Khyber Pakhtunkhwa (PCSW-KP).

To support the GoKP's commitments to gender equality, PFM reforms have demonstrated practical ways to ensure responsiveness and address issues of equity. Small steps include the very integration of gender and social development concerns at the policy and implementation levels. As with most PFM reform programmes, results in gender and social development can be slow to be seen. Some examples of gender sensitive planning and budgeting, achieved with the support of SNG Programme, include:

- Strengthening the Gender Sectoral Coordination Committee under the Strategic Development Partnership Framework (SDPF).
- The District level Performance Framework ensures that sectors other than health and education also **track results for women, girls and marginalized groups**.
- **Focus on women, girls and marginalized groups in key policy and planning documents:** Citizen's Budget, the White Paper, PFM Reform Strategy, Budget Call Circular, and Output Based Budget.
- The **district needs assessment** exercise has contributed towards the realization of over-arching social development and gender mainstreaming objectives of the government. Concerted efforts were made to ensure the needs assessment adequately reflected gaps in service delivery for girls and women.

**Pre-budget consultations** included the representation of civil society organizations and NGOs working on gender equality and women's empowerment. Questionnaires developed for these workshops contained specific provisions for understanding the concerns and priorities of girls and women. Representatives of the Social Welfare and Women Development Department identified proposals related to gender mainstreaming and women's' empowerment.

#### **Internal Audit Function in Departments of Khyber Pakhtunkhwa**

Internal Audit Function is a management utility to exercise greater control over financial management and administration. Internal audit function not only ensures to strengthen the systems and processes in place at the organization but also serves the entry point for external audit. Though there are functions in place to curb any potential for misuse of the public resources, the strengthening of the systems are critical in identifying the weak areas which are susceptible for comprising for unwanted interests. The key point, therefore, is that public sector audit activities must be configured appropriately to enable public sector entities to fulfill their duty to be accountable and transparent to the public while achieving their objectives effectively, efficiently, economically, and ethically. Internal audit facilitates those responsible for the affairs of the public organizations to exercise their obligated role of financial proprietorship.



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Internal controls were identified as an area of high risk and low confidence in the pre-award assessment of the Government of Khyber Pakhtunkhwa (GoKP) conducted by Deloitte in March 2010. In this context, the Government of Khyber Pakhtunkhwa (GoKP) took several initiatives in order to be more responsive, responsible and accountable. One of these initiatives was the establishment of internal audit function across the Provincial Government departments, offices, organizations, autonomous bodies, etc.

Finance Department initially started with an audit of Pension & Payroll first. Technical assistance was then sought from Assessment & Strengthening Program -RSPN for implementation of this reform agenda. The idea was to establish internal audit functions within three departments on a pilot basis (Health, Education, and Communications & Works) and equip them with the latest tools and technologies tailored to the needs of the local environment and enabling them to achieve their intended objectives.

The Government has strived to institutionalize and built upon successful reform initiatives especially those contributing towards fostering good governance. Given the due significance, and having assessed the results of the initial test at the three departments, the government has sanctioned posts for creation of Internal Audit Cells in 06 departments (i.e. Energy & Power, Higher Education Archives and Libraries, Public Health Engineering, Industries Commerce and Technical Education, Agriculture Livestock and Cooperatives, and Irrigation) in the budget for 2015-16.



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